APPENDIX 1
TAB D
PUBLIC AGENCY RECOVERY

I.   INTRODUCTION

A.   Purpose

The purpose of this Appendix is to describe the policies and procedures required for restoring normal operations to a public agency impacted by a technological or large-scale natural disaster.

B.   Scope

The event and the extent of destruction and losses suffered will determine reentry and recovery activities. This appendix assumes that agencies have in place, or will develop, plans for full business resumption.

II.   CONCEPT OF OPERATIONS

A.   General

1.   In all types of disasters, accurate damage assessment and administrative diligence are the keys to recovery. Agencies must be prepared for the mountains of paper work and the years of staff time it will take to deal with the red tape caused by a major disaster.

2.   An initial assessment of damages will be submitted to Washington State Military Department, Emergency Management Division (EMD) regarding state-owned equipment, supplies, and facilities. If the disaster is found to be of such severity and magnitude that effective response is beyond the capabilities of the state government, a determination of requesting a Presidential Declaration of Emergency or Disaster will be provided to the Governor as outlined in the *Disaster Assistance Guide for Local Governments (DAGLG)*. Should the damages not warrant a request for a Declaration or the Declaration is denied, other state or federal assistance may be reviewed, (including supplemental budget requests). The *DAGLG* provides suggestions for other funding. General guidance for disaster program administration can be found in Public Law 93-288, the Disaster Relief Act, as amended by Public Law 100-707, the Robert T. Stafford Disaster Relief and Emergency Assistance Act, which is codified in the Code of Federal Regulations Title 44. For each disaster, the guidelines must be reviewed for changes, especially as it relates to reimbursement for costs.

3.   It is imperative that a detailed accounting system be established early in the response phase and continued through the recovery phase. Even though the eligibility requirements and funding sources are changing from disaster to disaster, the basis for reentry and recovery remain the same. Many costs are incurred from an emergency or a disaster. Some are

direct and some are indirect. Costs to be considered are search and rescue, debris removal, emergency measures, costs to support other agencies and contractors which are assisting, damages to public structures and infrastructures, overtime, fringe benefits, administrative costs, building inspections, and engineering. Disaster-related costs must be kept separate from regular maintenance. These eligible costs will be identified in the *Public Assistance Guide*.

4. Successful recovery requires an accurate accounting of all disaster-related costs. An earthquake may require the complete inspection of all public facilities (i.e., public buildings, streets, infrastructure, mechanical equipment, etc.) by qualified engineers. This should be completed soon after the initial disaster and approximately six to nine months later to identify additional damage not evident earlier due to submersion or inaccessibility.

5. All reported damages should be filed separately by the facility using the Federal Emergency Management Agency (FEMA) forms and categories. This will help with applications submitted to FEMA and the state, and will provide the basis for assistance. All direct and indirect costs should be considered and recommended as soon as possible, even costs that are not presently eligible for FEMA reimbursement under Public Law 93-288, as amended. Many costs, such as labor fringe benefits, contract administration, disaster publications, and disaster claim preparation costs are often overlooked.

B. Procedures

1. Each agency is responsible and accountable for its own disaster recovery/business resumption plan and program. Agencies using external services must coordinate their disaster recovery/business resumption plans with service providers.

2. The disaster recovery/business resumption plan is primarily for agency use. Agencies may adapt these guidelines to meet individual needs, but all applicable elements of the procedures must be included in the plan. A disaster recovery/business resumption plan must contain enough information to enable agency management to assure the agency's ability to resume mission-critical services and operations. A disaster recovery/business resumption plan may contain references to another organization's disaster recovery/business resumption plan, or to an agency's internal policies, standards, or procedure manuals.

3. Agencies need to review, update, and exercise their disaster recovery/business resumption plans frequently. Agencies must update their plans whenever the agency's operational environment undergoes significant changes. Such changes may include the physical facility, computer hardware/software, telecommunications hardware/software, application systems, organization, operating procedure, mission, or budget.

4. If two or more agencies participate in shared operating facilities, they should develop a joint disaster recovery/business resumption plan that meets their mutual needs.

C. Vulnerability Analysis (Risk Assessment)

1. Document the threats that could debilitate operational ability and the ability to provide service or perform the agency's mission or cause operational interruption. Determine the vulnerabilities of service areas to potential threats. Estimate the loss potential of a service area by quantitative or qualitative means. Define the level or duration of service outage that constitutes a disaster or triggers the recovery plan.

2. Document the operational, legal, and financial impact from a disruption or disaster affecting any service area of the agency, and what is needed to resume mission critical services and operations.

3. Large-scale disasters often take the form of unforeseen events that cause damage or lengthy disruption or threaten to do so. Disasters may evolve from problems that disrupt normal operations and then worsen, or continue so long that the disruption becomes critical. Disaster recovery plans should address specific procedures for both situations. Emergency procedures direct the response to disaster events. Planning procedures direct the response to problems. Procedures may result in the declaration of a disaster and activation of the recovery plan.

4. Disaster recovery plans must describe the steps to follow for escalating unresolved problems to disaster status. The purpose of problem escalation procedures is to define the steps and time intervals leading up to the declaration of a disaster. These procedures require use of a contact tree, a list of individuals to be notified of the situation at specified time intervals following the event. The contact tree represents an ever-widening circle of management and key technical staff. Such a procedure ensures that key decision-makers become aware of the situation in order to make more timely and informed decisions. As the situation becomes more pressing, the procedure must trigger calls to the disaster recovery/business resumption team, upper levels of management, clients, suppliers, and the public.

5. Procedures should be in place for data collection by site or facility. The data should be consolidated and forwarded to management for needs assessment and prioritization. Only when the needs are extreme should they be forwarded to the state EOC.

D. Recovery Operations

1. Outline a recovery flow by charting the sequence of steps to follow when a disaster situation has occurred or may potentially occur.

2. Establish the agency recovery team organization:

     a.   Document the agency staff and management team responsibilities for putting the recovery plan into effect.

     b.   Identify an alternate for each team member.

     c.   Include team or individual assignments of responsibility by area of expertise, and as close as possible to the normal operating environment, or provide back up and or cross training.

     d.   Establish a means for personnel and communications staff to issue information about special work assignments, conditions, or locations.

     e.   Establish and test alternate communication systems.

3. Recovery team procedures.

   Document the procedures required to achieve recovery based on priority of essential services. Procedures for each team should consist of the following as a minimum:

        a.   A team roster with contact means and procedures.

        b.   Preparation requirements, training, and interfaces.

        c.   Safety and emergency procedures.

4. Exercise and evaluate the plan thoroughly. Clearly state the goals and objectives for conducting exercises. Include the policies and guidelines applicable for the exercise. Formulate a schedule, listing the criteria for each evaluated task, and the frequency or target date of the exercise. Include a brief report describing results achieved for each evaluated task. Agencies using external services must plan, schedule, and conduct their disaster recovery/business resumption plan exercises in cooperation with service providers.

5. Assign plan maintenance responsibility, and provide a schedule for regular, systematic review of the content of the disaster recovery/business resumption plan. Document the procedures used to make changes to the plan. Provide policies and procedures for distributing the disaster recovery/business resumption plan and for updating the plan.